

DIMHRS NewsWire

Issue 2, July 2005

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Captain Carpenter bids farewell to DIMHRS (Pers/Pay) and the Navy this month. Find out more about her retirement on the DIMHRS (Pers/Pay) Website.

COTS: Making Government Systems More Versatile and Efficient

For most military personnel, the word COTS summons thoughts of less-than-desirable sleeping accommodations. But in the world of DIMHRS (Pers/Pay) and indeed throughout the Government computing world, COTS means commercial-off-the-shelf and describes the philosophy behind developing government systems that capitalize on already designed commercial products.

Why is this a good idea?

Imagine an office with thousands of files that needed to be organized. If an administrator came in and created a unique system to organize those files, it might be the most efficient, productive system they have ever used. However, if another person came in and needed to work within that file system, the creator would have to spend time explaining the unique system to them. And what if that system needed to have thousands more files added to it? Only the original creator of the system could facilitate folding in these new files and adapting the unique system to future changes.

The same thing often happens when unique systems are created to deal with common processes in government. The Government not only has to be responsible for hiring all of the designers and programmers necessary to develop an original software or hardware product, they have to keep these developers around in case they ever need to change or update the system.

If it is not possible to keep these developers around, the Government risks ending up with a legacy system that is cumbersome to operate and costs extra employee time to manipulate. Training costs and resources are also considerable because a new training curriculum has to be designed for each unique system.

Conversely, if the Government uses commercial-off-the-shelf (COTS) products, the development costs have already been absorbed by the companies that created the products. Not only that, the Government can rely upon vendors to create product updates that will help their systems grow and respond to changing technology. Training costs are significantly reduced because in many cases, the COTS product is so widely used that there are several training sources and manuals that help the end user learn the product.

The Federal Government has been promoting the use to COTS since 1995 when it became clear that increased information technology (IT) investments would be the norm rather than the exception in Department of Defense systems. The goal is to drive organizations to determine what products are already being used in the commercial sector that could meet the Government's needs or serve as a foundation to build upon rather than reinventing the wheel each time a new or replacement IT need arises. The major paradigm shift

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A Moment to Remember...

Captain Christian Gafke, USMC, was killed in a helicopter crash on June 19.

As a valued member of the DIMHRS (Pers/Pay) team, Captain Gafke was a regular attendee at Change and Communications Working Group meetings and other functions throughout the program.

Captain Gafke was buried with full military honors on June 30. A memorial fund has been established to help support his wife and two young sons (ages 8 and 5).

Please see your Service Liason or send a general inquiry to the DIMHRS (Pers/Pay) website for more information.

Captain Gafke will be remembered for his quick sense of humor and the spirit that he brought to the DIMHRS (Pers/Pay) Program.

COTS and Government Systems (continued)

in how the Government acquires IT began with the Clinger-Cohen Act (also known as the IT Management Reform Act of 1996). In 1998, the DoD issued Directive 8000.1 that requires DoD agencies to determine if IT solutions are most effective from within DoD, from inside another Government source or from a source in the commercial sector.

DIMHRS (Pers/Pay) is being built on an existing COTS application known as PeopleSoft Human Capital Management that was created by PeopleSoft (now Oracle) and has been used in the commercial sector for over 15 years. This software is taken "as-is" from the vendor and customized as little as possible to meet the requirements of the DoD. Advantages of this include utilization of industry best practices, faster system development time, lower development costs, continual product improvement and a sig-

nificantly lower total cost of ownership. Northrop Grumman Information Technology, under a contract from the DIMHRS (Pers/Pay) Joint Program Management Office (JPMO), is implementing the DIMHRS (Pers/Pay) software for the military services.

While some consider the downside of COTS product use to be that commercial products have to be adapted to the way things work in military communities, actually the use of COTS helps Government-based systems adopt some of the more efficient business processes and improve the way they function. Using COTS software allows the DoD to implement the latest technology in a cost-effective manner while focusing on Service members and the requirements of DoD systems.

Myths and Facts About DIMHRS (Pers/Pay) First in a Series of Mythbusting Articles

Myth: The program has been in development for 10 years.

Fact: The document officially starting the program (a Milestone 0 Acquisition Decision Memorandum) was signed by the Milestone Decision Authority on February 27, 1998. However, development did not actually begin until November 2003 following the award of the contract to the Developer and Implementer in September 2003.

Myth: The program may be restructured for the Army only.

Fact: DIMHRS (Pers/Pay) is a system for all Services and Components. Restructuring for one Service would be a step back from current functionality. Currently, we have four separate personnel systems and two separate pay systems. Implementation of DIMHRS (Pers/Pay) for the Army would result in four separate personnel systems and three separate pay systems. Personnel and pay integration is fundamental to the design of DIMHRS (Pers/Pay).

Myth: The PeopleSoft(Oracle) product is being over-modified.

Fact: The product will have bolt-ons and extensions to meet the functional requirements, but minimal customization will be done to the delivered Commercial Off-the-Shelf (COTS) product. The design is specifically tailored to reduce the impact and expense of future COTS upgrades, especially in light of PeopleSoft being acquired by Oracle.

**DIMHRS (Pers/
Pay) Calendar of
Events****04 July:
Independence Day****05 July:
Risk Management
Control Board
Meeting
(New Orleans)****05 July:
Configuration
Control Board
Meeting
(New Orleans)****14 July:
Joint Integration
Group (JIG)
Meeting
(Arlington)****19 July:
CCB****20 July:
DIMHRS Quarterly
Program Review
(QPR)****22 July:
Captain
Carpenter's
Retirement
Ceremony
(New Orleans)**

Embracing Change: DIMHRS (Pers/Pay) Means Transformation

The Department of Defense (DoD) is no stranger to change and transformation. Many have seen the evolution of weapon systems over the past decades and have been faced with ever increasing technological change. These system and technological advances have allowed our war fighting capability to be second to none. But, some do not know that a change is on the way that will result in an unparalleled revolution in personnel and pay systems that support Service members and their families.

DoD is leading an unprecedented transformation of military personnel and pay to provide the 21st century warfighter a 21st century human resources (HR) system that maintains the records of service, benefits and pay, while operating at "warp" speed. The Defense Integrated Military Human Resources System (DIMHRS) for Personnel and Pay (Pers/Pay), will be a fully integrated personnel and pay system supporting every Soldier, Sailor, Airman and Marine.

According to Deputy Secretary of Defense Paul Wolfowitz, "DIMHRS (Pers/Pay) is the vehicle through which the Department will transform military personnel and pay management. It will be the modern, responsive system that supports commanders, the Services, and Service members and their families in the 21st Century."

At the Heart of Transformation

Just as weapons systems must evolve to remain state-of-the art, so too must support systems. Leveraging the best in technology to provide Service members the best support possible is at the heart of this military personnel and pay transformation. The implications of DIMHRS (Pers/Pay) are numerous and varied, ranging from compensation and benefits to health and safety, and from joint operations to career management. From a

technological perspective, DIMHRS (Pers/Pay) will eliminate a number of redundant systems across the Services, saving time and money.

Benefits of Change

The changes that will result from implementing DIMHRS (Pers/Pay) will bring a number of benefits to Service members and their families. The integration of personnel and pay, and combining all Services and their respective Components into a single system will ensure that Service members are paid on time, every time, allowing them to focus on their mission. With a single record of service for each Member and integration across all Components (Active, Reserve and Guard), DIMHRS (Pers/Pay) will ensure that transfers between Components and across Services will be seamless. Additionally, by tracking skill sets, DIMHRS (Pers/Pay) will support commanders in joint operations, allowing them to put personnel in the right place as quickly as possible. Another direct benefit is the ability to track temporary duty assignments increasing the accuracy of special pays and the accuracy and timeliness of unit and Service reporting.

DIMHRS (Pers/Pay) will also facilitate Service members ability to receive human resources customer service from other Services. Additionally, as a web-based system, DIMHRS (Pers/Pay) will provide a self-service capability, allowing members to view their personnel data, update personnel information, and request specific personnel actions. DIMHRS (Pers/Pay) will ensure accountability and care for families by capturing family member contact information for use in emergency operations and/or contingency planning.

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DIMHRS (Pers/Pay) Calendar of Events (continued)

**26 July:
Change Readiness
Working Group
(Arlington)**

**27 July:
Communications
Working Group
Meeting (Arlington)**

**28 July:
RCMB
(New Orleans)**

**28 July:
Change
Management
Control Board
(New Orleans)**

**2 August:
CCB
(New Orleans)**

**9 August:
Test IPT
(New Orleans)**

**11 August:
JIG
(Arlington)**

Embracing Change (continued)

Making Change Personal

As noted by Dr. David S. C. Chu, Under Secretary of Defense for Personnel and Readiness, "DIMHRS... is based on complete business process reengineering, with full participation from all Services and components." Such a revolutionary system will require change on everyone's part.

Different groups of people, including HR professionals, commanders, leaders and Service members will use and be affected by DIMHRS

(Pers/Pay) in varying ways. HR professionals will find that the in-

tegrated nature and technological capabilities (such as electronic signatures, e-mail notifications, and automated routing of decisions on personnel action requests) will transform work processes. Commanders and leaders will look to a single source for reports and analysis. All Service members will have new tools at their fingertips in their new source for viewing personnel and pay information and requesting personnel

actions. DIMHRS (Pers/Pay) will provide 24/7 access to personnel data; the ability and responsibility for reviewing and updating key personnel and family information as well as completing personnel work lists.

More than ever before, today's Service member is resilient, flexible and adaptable. Defending against new weapons and forms of warfare and anticipating the unexpected means that today's warfighter conquers change consistently on all fronts. It is this

"We always overestimate the change that will occur in the next two years and underestimate the change that will occur in the next ten. Don't let yourself be lulled into inaction."

—Bill Gates

resilience that will help DoD ensure the successful implementation of DIMHRS

(Pers/Pay). Just as DoD takes on the challenge and risks of developing and deploying the largest human resources system in the world, so too will each Service member be asked to accept the challenge of adapting to a new way of doing business.

For more information about embracing change, visit the JR&IO Website at <https://www.mpm.osd.mil>.

A Look Back at the Technical Interface Review: Technical Puzzle Comes Together for DIMHRS (Pers/Pay) Army Deployment

In second quarter of FY05, the DIMHRS (Pers/Pay) Program completed a Technical Interface Review (TIR) to support deployment to the Army. This review was the next step toward bringing together the pieces of older payroll and personnel systems and the resolution of technical issues between the DIMHRS (Pers/Pay) program and the Army to complete the puzzle of full system integration.

One of the primary objectives of the TIR was to provide an opportunity for the Army, Defense Finance and Accounting Services (DFAS), and the Defense Manpower Data Center (DMDC) to understand how the many different systems that are part of the Army's current personnel and payroll management will work together into DIMHRS (Pers/Pay) to create one integrated system.

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A Look at the TIR (continued)

There was also a review of how the data from these existing Army systems (called legacy systems) will be transferred into DIMHRS (Pers/Pay). Army, DFAS and DMDC representation included leadership, system owners and technical subject matter experts (SMEs) for security, infrastructure and data.

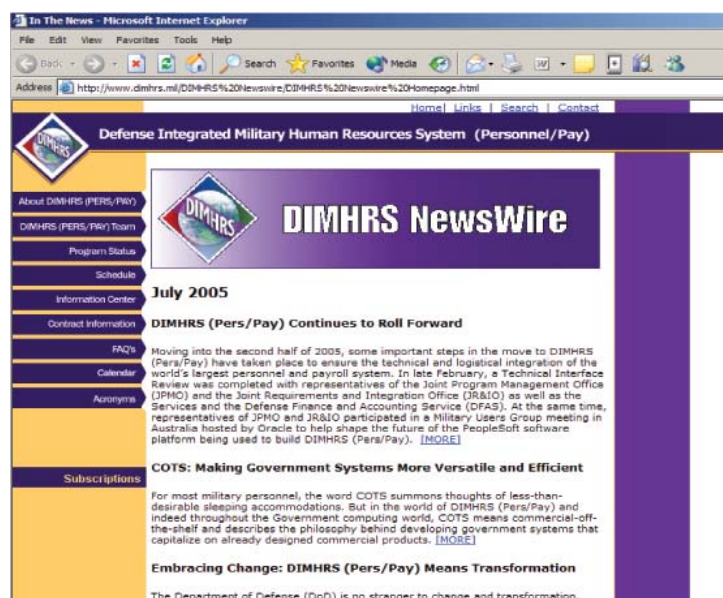
The Developer and Implementer, as part of the Joint Program Management Office (JPMO), provided an explanation of the hardware and software that will complete the data conversion between DIMHRS (Pers/Pay) and the interfacing legacy systems. This hardware and software combination is called an interface broker and ensures that the older Army data will be transmitted into DIMHRS (Pers/Pay) leading to seamless system integration.

The TIR also enabled the Army, DFAS and DMDC to better understand their roles and responsibilities with regard to data, testing and technical/secure interface infrastructure. While at the TIR, representatives finalized the System Interface Agreements (SIAs), which provide a technical description of how and when the interfaces will

interact with DIMHRS (Pers/Pay). Now the SIAs are in the process of being reviewed and signed by the Army, DFAS and DMDC.

The Joint Requirements and Integration Office (JR&IO) and JPMO have been working with the Services and other Defense Agencies to analyze and document these interface requirements. This work has focused on identifying the systems will be subsumed by DIMHRS (Pers/Pay), the systems that will have one-time data transfers to feed data into DIMHRS (Pers/Pay), and the systems that will have continuous interfaces requiring ongoing synchronization. All of this work ensures that systems that need to remain in place will continue to function, while data that is transferred to DIMHRS (Pers/Pay) is integrated seamlessly so that the end user sees no disruption in personnel and payroll functions. These processes have involved numerous data reviews to ensure that all of the systems will work together in the most effective way possible.

More information about the TIR can be found online at <https://www.mpm.osd.mil>.



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